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Annual report of the Executive Director of the World Food Programme for 2003

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual report of the Executive Director of the World Food Programme for 2003, as approved by the Board of the Programme in its decision 2004/EB.A/3, which is also attached.

* E/2004/100.

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Annual report of the Executive Director of the World Food Programme for 2003

EXECUTIVE SUMMARY

The Annual Report of the Executive Director to ECOSOC and FAO Council is presented to the Executive Board annually for approval and transmission to these bodies. The document reviews operational activities for development in line with the request contained in General Assembly Resolution A/RES/56/201: Triennial Policy Review of Operational Activities for Development of the United Nations system.

The current document therefore reviews the progress made by WFP in the past year to work through established United Nations structures and mechanisms to contribute to its operational activities as well as to help WFP to evolve into an organization responsive to greater coordination and cohesive functioning within the United Nations system. To this end, WFP worked through established United Nations structures such as the United Nations Development Group, the Executive Committee on Humanitarian Affairs and the Inter-Agency Standing Committee. It also strengthened relationships with other United Nations agencies and civil society partners and increased coordination and cooperation at operational and policy levels. Some illustrative partnerships and coordination activities have been highlighted in this document.

Decision 2004/EB.A/3 of the Executive Board of the World Food Programme

Annual report of the Executive Director of the World Food Programme to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations for 2003

The Board approved the annual report of the Executive Director to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations for 2003 (WFP/EB.A/2004/4-B/Rev.1).

In accordance with its decision 2000/EB.A/2 of 22 May 2000, and in fulfilment of the reporting obligations under General Regulation VI.3, the Board requests that the Annual Report be forwarded to the Economic and Social Council and the Council of the Food and Agriculture Organization of the United Nations, along with the Board's decisions and recommendations for 2003 and the present decision.

A. Structures and Mechanisms

WFP and the United Nations Development Group (UNDG)

1. In 2003, WFP continued to be active in UNDG's efforts to ensure high-quality programming, focusing on finalizing the tools and processes for a simplified and harmonized approach at the country level, and on reducing transaction costs for programme countries. WFP participated in rolling-out the new tools to United Nations country teams (UNCTs) and in ensuring effective application; experience from the first year will guide future use. UNDG is developing a base of experienced personnel to assist in future roll-outs and is focusing on issues related to transition, development and incorporation into its activities, particularly in post-conflict countries. Members of WFP's Executive Board Bureau participated in a joint session with the Executive Boards of the other UNDG Executive Committee members — the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF).

2. WFP's contributions to UNDG included:

- developing and ensuring application of the United Nations Development Assistance Framework (UNDAF) results matrix, Country Programme Action Plan and Annual Work Plan to ensure simplified and harmonized approaches to country programming;
- participating in the Joint Programming Working Group and Financial Policies Working Group that consulted with UNCTs to produce a guidance note on options for joint programming at the country level, and provided financial mechanisms for administering joint programmes;
- chairing the simplification and harmonization (S&H) roll-out team to train and support first-generation UNCTs in using the tools and processes;
- assisting with revision of the common country assessment (CCA)/UNDAF guidelines to ensure that they reflect the new programming approaches, and participating in quality support and assurance groups at Headquarters and the regional level to support country teams and learn lessons for future CCAs and UNDAFs;
- participating in the UNDG/Executive Committee on Humanitarian Affairs (ECHA) Working Group on Transition Issues that examined post-conflict transition in situations where humanitarian, reconstruction, recovery, development and peace operations may exist simultaneously; and
- contributing to considering how global S&H issues raised by the Organization for Economic Cooperation and Development (OECD)/Development Assistance Committee (DAC) could inform the United Nations' own S&H processes, and produce guidance for country teams on participation in poverty reduction strategies (PRS) and poverty reduction strategy papers (PRSPs).

Executive Committee on Humanitarian Affairs (ECHA)

3. WFP contributed its extensive humanitarian experience to ECHA's deliberations on development of common strategies for humanitarian crises, providing significant inputs to work on access and security in Liberia, Sudan, the northern Caucasus and northern Uganda. WFP was principal drafter and adviser to the Chair of the UNDG/ECHA Working Group on Transition Issues, which aims to develop guidance on United Nations approaches. In 2003, ECHA focused on protection of civilians and engaged the Security Council on this critical aspect of humanitarian operations.

Executive Committee on Peace and Security (ECPS)

4. WFP continued to be active in ECPS, focusing on countries where peace and security have an impact on humanitarian issues, drawing attention to regional impacts of conflicts on peace building and suggesting regional approaches to solutions. WFP provided information to the Department of Political Affairs and the Department of Peace-Keeping Operations.

Inter-Agency Standing Committee (IASC)

5. WFP worked to strengthen the coordination of inter-agency humanitarian efforts through its participation in IASC. In 2003, WFP:

- co-chaired the IASC Reference Group on Preparedness and Contingency Planning, leading to further improvement in approaches to inter-agency preparedness, including the Middle East and West Africa;
- supported the work of the Task Force on Prevention of Sexual Exploitation and Abuse, which was instrumental in finalizing the Secretary-General's bulletin on special measures for protection from sexual exploitation and sexual abuse issued with effect from 15 October 2003 and forwarded to WFP staff worldwide; full implementation was ensured by the Executive Director's circular of 29 January 2004 to WFP field managers stressing the importance of the issue;
- urged the IASC Consolidated Appeals Process (CAP) Sub-Working Group to clarify nomenclature for humanitarian appeals and strategy documents, and approved criteria for determining the strategy and appeal tools for emergencies;
- continued to participate in the IASC Task Force on HIV/AIDS, and provided inputs to the food and nutrition section of "Guidelines for HIV/AIDS interventions in emergency settings", which has been disseminated to country offices;
- as co-chair of the IASC Task Force on Gender and Humanitarian Assistance, commissioned a study to discover the extent to which gender is mainstreamed in the CAP; the findings will be incorporated into a CAP strategic planning process and gender mainstreaming in humanitarian responses.

Consolidated Appeals Process

6. WFP places great importance on CAP as a means of coordinating various actors and activities; it participated in the areas of food aid, logistics, communications, security and field coordination. In 2003, WFP integrated its CAP training programme into that of the Office for the Coordination of Humanitarian Affairs (OCHA). Common humanitarian strategies were developed at 11 field workshops attended by CAP focal points, country directors, other staff and the IASC country team.

7. The WFP Executive Director joined the inter-agency effort to launch the 22 consolidated appeals on 19 November 2003, chairing the launch in Brussels, presenting the CAPs for Sudan, Tajikistan and Uganda, and discussing the appeal for southern Africa in his role as Special Envoy. Four of these CAPs were launched as transition appeals for the first time.

B. FUNDING AND RESOURCES

8. WFP received a record US$2.6 billion in confirmed contributions in 2003, a 43 percent increase over 2002; US$1.9 billion – 73 percent – was confirmed in cash; the remainder comprised commodities and services. Multilateral funding fell from 19 percent in 2002 to 13 percent in 2003; the actual value of multilateral contributions decreased by 3 percent from US$351 million in 2002 to US$342 million in 2003. This is a matter of concern for WFP.

Donors

9. More than half of WFP's resources continued to be provided by the United States: US$1.4 billion was confirmed in 2003, 57 percent more than the US$935 million in 2002. Of the top 20 donors, 16 increased their contributions. The European Commission, the United Kingdom, Japan, Canada, Sweden, Switzerland, South Africa and Russia also increased their contributions by more than 15 percent compared with 2002. Contributions provided by the European Union amounted to US$628 million, 12 percent more than the US$561 million in 2002.

10. Contributions from non-traditional donors totalled US$80 million in 2003, 74 percent more than the US$46 million in 2002. Five donors contributed to WFP for the first time in 2003: Cameroon, Kuwait, Malawi, the Marshall Islands and Monaco.

C. THE RESIDENT COORDINATOR (RC) SYSTEM

11. WFP continues to participate in the UNDG Resident Coordinators' Issues Group (RCIG) and the Inter-Agency Advisory Panel (IAAP), which considers and proposes candidates for RC and humanitarian coordinator posts.

12. In 2003, RCIG priorities were to improve the selection process through the Resident Coordinator Assessment Centre. Work was started on developing appraisal methods to increase UNCT performance and improving the gender and agency balance of RC

representation. The Group also endorsed the terms of reference for humanitarian coordinator.

13. By the end of 2003, WFP had seven staff in the pool of RC candidates, of whom three were women. WFP's candidates were in fact recommended for Cambodia and Mongolia, though the final proposals were for UNDP candidates. One WFP staff member, a man, is RC in the Democratic People's Republic of Korea; a woman staff member is RC for Lebanon.

14. WFP sent four participants to the Annual Resident Coordinator Competency Assessment Programme in 2003 and expects to send another three in 2004. The intention is to increase the number of WFP candidates available for future RC positions, which are currently staffed largely by UNDP.

D. IMPLEMENTATION OF CCA AND UNDAF

15. WFP country offices continue to participate in CCA and UNDAF, including various UNDAF thematic groups in Benin, El Salvador, Kenya, Lesotho, Madagascar, Niger, Pakistan and Sierra Leone. Themes included the Millennium Development Goals (MDGs), poverty reduction, food security, environmental protection and gender.

16. In Kenya, WFP chaired the thematic group on disaster prevention and sustainable livelihoods. In Niger, WFP and FAO jointly chaired the thematic group on environment. In Sierra Leone, WFP chaired the thematic group on gender on a rotational basis.

17. As a member of the UNDG Executive Committee, WFP contributes to enhancing the CCA and UNDAF process, for example through the CCA/UNDAF Learning Network. At the field level, WFP vulnerability analysis and mapping (VAM) is a recognized tool for identifying food-insecure areas and people and assisting in geographical targeting.

E. HARMONIZATION OF PROGRAMMES

Harmonization of Programming Cycles

18. In 2003, further to the WFP Executive Board's endorsement in 2002 of a harmonized programme-approval process:

- WFP participated in the **Joint Programming Working Group** and **Financial Policies Working Group** and in consultation with country teams produced a guidance note on options for joint programming at the country level;
- WFP assisted in a **revision of the CCA/UNDAF guidelines** to ensure that new programming approaches were reflected and that the focus is on national capacity and United Nations support to governments to achieve national priorities related to the MDGs and on the centrality of PRSPs for government planning;

- new tools were developed as part of the S&H agenda since the last Triennial Comprehensive Policy Review (TCPR), including **results-based management (RBM) terminology** based on OECD/DAC work, a **UNDAF Results Matrix**, country programme approval procedures based on the UNDAF, common reporting formats and joint programming guidelines; and

- WFP's standardized project reports (SPRs) have been used as a model for all agencies.

19. Country teams rolling out country programmes in 2004 – Benin, Ecuador, Kenya, Niger, Pakistan and Sierra Leone – were trained to use the new tools in the first half of 2003. A training workshop was held at Headquarters in October 2003, attended by the International Labour Organisation (ILO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), FAO, the Office of the United Nations High Commissioner for Human Rights (UNHCHR), the International Fund for Agricultural Development (IFAD), the United Nations Office for Project Services (UNOPS), the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees (UNHCR), UNFPA and UNDP. The training was mediated by the United Nations Development Group Office (UNDGO) and WFP.

Collaboration in the United Nations System

20. WFP is committed in its Strategic Plan 2004–2007 to strengthening partnerships with United Nations agencies with a common interest in reducing hunger and advancing other MDGs to which WFP can make a contribution. WFP became a UNAIDS co-sponsor, a major accomplishment. The following examples of other partner activities with United Nations agencies and bodies illustrate the depth and breadth of WFP's interagency collaboration, but do not describe in detail all of WFP's interagency collaborative activities.

Collaboration with Rome-based Agencies

21. Based on the twin-track approach, the Rome-based agencies continued to fight hunger and poverty. FAO, IFAD, the International Plant Genetic Resources Institute (IPGRI) and WFP joined the International Alliance Against Hunger to work together at the national and international levels with other international organizations, food producers and consumers, scientists, academics, religious groups, NGOs, civil society organizations, donors and policy-makers to halve hunger by 2015. The Alliance plans to leverage the influence of broad segments of society and the international community to encourage donor and recipient countries to exert their political will and devote their resources to this end.

22. World Food Day 2003 was a useful forum for advocacy and exchange of information among FAO, WFP, IFAD, IPGRI, the NGO Ad Hoc Group, and civil society and government guests.

23. In November 2003, FAO and WFP signed a document "Deepening Cooperation between FAO and WFP", which expresses a joint commitment to enhanced cooperation. By the end of 2003, WFP was working with FAO on 77 projects in 41 countries, including 41 complementary projects in 24 countries. In general, WFP provided food to improve local infrastructure or create productive assets, while FAO provided technical assistance to improve agricultural production, or seeds and agricultural tools. WFP collaborated with

IFAD on 21 projects in 19 countries, focusing on rural infrastructure development and micro-finance activities.

24. FAO and WFP reviewed the methodology of joint work on needs assessments: (i) updating the guidelines for crop and food supply assessment (CFSA) missions; (ii) cooperating in tracking people in need of food and livelihood aid; and (iii) harmonizing planning of short-term and long-term interventions. In 2003, WFP and FAO carried out 18 joint CFSA missions – eight in Africa, four in Asia and one in Eastern Europe – in which FAO assessed food production and supply at the macro level and WFP assessed the emergency food requirements of vulnerable populations.

Collaboration with UNICEF

25. WFP's relationship with UNICEF grew during the year, during which several important initiatives were started, including:

- joint development of an integrated package of cost-effective interventions to improve the health and nutritional status of school-age children; this minimum package approach consists of school feeding and complementary inputs in support of basic education, with special attention to girls;
- launch of joint HIV/AIDS-nutrition pilot initiatives for children in Lesotho, Malawi, Swaziland and Zambia; country-level collaboration included nutrition-based activities; prevention of mother-to-child transmission and maternal health care centres;
- the Back to Peace, Back to School campaign in Angola, Iraq and the Sudan, following successful efforts to get children back to school in post-conflict situations in Afghanistan and Sierra Leone;
- collaboration with UNICEF and other partners on the Micronutrient Initiative (MI) and the Global Alliance for International Nutrition (GAIN) to fortify food with micronutrients;
- joint action in southern Africa to address the emergency through an inter-sectoral approach: regional nutritionists from both organizations worked together as part of the Regional Inter-Agency Coordination Support Office (RIACSO) for the Special Envoy for Humanitarian Needs in Southern Africa;
- organization of joint training in public health and nutrition; and
- a regional memorandum of understanding (MOU) for Latin America.

Collaboration with UNHCR

26. In 2003, WFP and UNHCR assisted 2.9 million people in 38 countries. Field-level collaboration included joint assessments, monitoring and programming. Regular interaction at the senior and operational levels, and joint donor meetings to guarantee uninterrupted

food supplies continued through the year. WFP institutionalized a monthly refugee pipeline-break table, much appreciated by UNHCR and donors.

27. A joint MOU workshop was held in Nairobi that enhanced awareness regarding operational practices and created a forum for resolving outstanding issues. In accordance with the new 2002 MOU, WFP has begun taking over food distribution in four refugee-related operations in Pakistan, Rwanda, Sierra Leone and Uganda.

28. Joint training initiatives took place on food and nutrition, self-reliance and emergency preparedness and response. Joint assessment guidelines are currently being drafted. WFP has supported the process of tripartite cooperation at the field level, leading to increased collaboration with implementing partners.

Collaboration with UNESCO

29. UNESCO and WFP completed their joint review of WFP support to education in West Africa and moved on to improve WFP's contribution to the Education for All (EFA) initiative in the region. Case studies were carried out in Burkina Faso, Guinea-Bissau, Mauritania, Niger and Sierra Leone; these countries had different types of WFP assistance to education: school feeding, special feeding programmes to support girls' education and non-traditional uses of food aid to improve adult literacy. WFP also participated in the EFA working group, the main forum for promotion and coordination of efforts and in discussions on implementing the United Nations Decade on Education for Sustainable Development (DESD, 2005), working to define agency roles.

Collaboration with the United Nations Joint Logistics Centre (UNJLC)

30. The UNJLC is an inter-agency facility mandated to coordinate the logistics capabilities of humanitarian organizations in large-scale emergencies and to resolve logistics bottlenecks. UNJLC operates under the custodianship of WFP, which is responsible for administrative and financial management.

31. In 2003 UNJLC achieved the following:

- It was involved in preparation, inter-agency contingency planning and the operational phase of the humanitarian operation in Iraq.
- The UNJLC logistics information platform, comprising the UNJLC website, weekly bulletins and an on-line help desk, provided the humanitarian community with information on regional cross-border procedures, customs, air operations and fuel monitoring.
- UNJLC established an operational link via civil-military coordination with the military authorities to de-conflict logistics operations.
- It was part of the creation of a logistics operation centre.

32. The UNJLC core unit in Rome was enhanced with the addition of a UNHCR staff member on a one-year loan. UNJLC organized several inter-agency logistics training sessions for staff from United Nations agencies, NGOs and stand-by partners.

United Nations System Standing Committee on Nutrition (UNSCN)

33. WFP's nutrition service, established at the beginning of 2003, played a substantial role in managing the activities of UNSCN; WFP is represented on the UNSCN steering committee, which oversees policy, functions and budget. WFP has been involved in organizing budgetary support for UNSCN, including contributions from WFP, which is currently the largest United Nations contributor to the core budget. WFP and FAO organized a joint retreat for the steering committee to redefine the role and organization of UNSCN from 2005.

34. Several WFP staff members participated in the 2003 annual meeting in India and contributed to the preparation of the Fifth Report on the World Nutrition Situation, to be released in March 2004. WFP also participated in the ongoing work of UNSCN Working Groups on HIV/AIDS, Household Food Security, Micronutrients, School Feeding and Nutrition in Emergencies.

Collaboration with Non-Governmental Organizations (NGOs)

35. During 2003, WFP focused, on the following:

- Commencement of a data collection process to give detailed information about WFP's NGO partners in the field. This information, when analysed, will give WFP critical information about its partners. These data will be able to elucidate sector, country and region-specific information. This is likely to prove critical in programming and field-level operations, for use both by WFP and the NGO community.

- In response to a request from the NGO community, WFP engaged in the rationalization of guidelines on cost-sharing arrangements. The consultative process of discussions has involved meetings and field visits to better appreciate realities on the ground. Work in this regard is likely to culminate in the finalization of the revised "Guidelines on cost-sharing arrangements between WFP and NGO partners during the first quarter of 2004".

- The Executive Director, recognizing the importance of our civil society partners, paid increasing attention to the relationship of WFP with its NGO partners. While visiting donor countries, the Executive Director held meetings with umbrella organizations such as the Association of German development NGOs (VENRO), Dochas (Ireland), Food Aid Coalition (United States) and the Voluntary Organizations in Cooperation in Emergencies (VOICE, Brussels). In addition, he met with several NGOs, both in Rome and while travelling, such as Goal and Caritas International.

- In line with organizational priorities, WFP focused on building the capacities of its NGO partners by conducting training in areas of critical interest and importance. Training sessions

were held on nutrition, monitoring and evaluation, UNJLC and warehouse management. WFP invited NGOs to participate in workshops such as those held with UNHCR in Nairobi and Geneva. These workshops aimed at familiarizing participants with changes in food aid policies and practices, organizational settings and nutrition. NGO partners were invited to another workshop in Brindisi entitled, Towards an Efficient and Effective Humanitarian Emergency Response: Lessons Learned After Three Years of UNHRD Activity.

- The WFP Annual Consultation with NGOs was held in December 2003. The consultation was participatory; the NGOs and WFP found the discussions open and constructive. The participation of the southern Africa Regional Bureau and the discussions on the southern African drought emergency were critical to the successful outcome. Various consultations took place in Italy and in Germany with NGOs working with WFP.

- Coordination with the different NGO units within the United Nations system continued and was further strengthened during 2003.

F. GENDER MAINSTREAMING

36. In 2003, WFP focused on preparing and providing support elements for the implementation of the Enhanced Commitments to Women (ECW), as agreed in the approved Gender Policy 2003–2007. Extra-budgetary donor contributions continued to be available in addition to internal programme funds. Achievements in 2003 included:

- The "WFP Gender Policy 2003–2007" and "Lessons from the WFP Commitments to Women 1996–2001" were printed and widely distributed among staff, partners and interested individuals. In addition, leaflets on the eight ECWs were circulated in Arabic, English, French, Portuguese and Spanish.

- Guidelines on the ECW were drafted in consultation with staff in country offices, regional bureaux and headquarters.

- Baseline surveys on the ECW were designed based on an implementation strategy. This is a unique initiative in the United Nations system. The surveys will be conducted in 2004 in WFP operations in approximately 40 countries and will allow WFP to assess the extent to which it has implemented its ECW.

- A training initiative on the ECW was formulated and a partner institution was identified to assist WFP with the development of the training modules. Based on the training-needs analysis, a country office training module was outlined and tested. The implementation strategy foresees a regional and country-level training roll-out for 2004 and 2005 and the mainstreaming of the ECW into other training events.

37. WFP country offices have come up with innovative measures to implement the Gender Policy. For example, the WFP office in Rwanda, together with UNHCR, designed a household ration card, which indicates the woman in the household as food entitlement

holder. For polygamous families, separate household ration cards are given to each wife and her dependants. In southern Africa, country offices have come forward with new ideas to reduce the burden on women who collect food; this is especially relevant in light of HIV/AIDS, which has reduced the physical strength of many beneficiaries.

38. The Inter-Agency Network on Women and Gender Equality chose WFP as one of its 2003 case studies. The report, *Mainstreaming Gender Perspectives in Programme Budget Processes* outlined the possibilities for improved coding and tracking of gender-related expenses in programme budgets, as per General Assembly resolution 52/100 of 1997. WFP continued to co-chair the Inter-Agency Sub-Committee Task Force on Gender and Humanitarian Assistance, which in 2003 completed its review of Gender Mainstreaming in the CAP. WFP played a central role in the inter-agency working group, developing normative guidance to implement the Secretary-General's directives on the prevention of sexual exploitation and abuse.

G. GENDER BALANCE

39. WFP is committed to the United Nations system principle requiring the widest possible representation of all cultures. Its policies and procedures foster the attainment of as wide a level of diversity as possible. In connection, the Programme has adopted a number of strategies to reach its organizational objectives for recruitment with specific emphasis on the recruitment of suitably qualified women candidates.

⇒ *(a) Setting clear long-term goals*

40. WFP's strategy to improve representation is based on **identifying goals** and ensuring that managers are aware of them. WFP has established the goal of attaining 50 percent representation of female staff. Managers are aware that they should focus on achieving recruitment targets of 75 percent women.

⇒ *(b) Regular monitoring of achievement of objectives*

41. **Accountability:** The Programme holds all managers accountable for their efforts to improve the representation of women candidates. With the introduction of a results-based management approach, managers are required to indicate in their performance plans how they will address recruitment issues and reach recruitment goals; they will be evaluated against these goals in the annual review of their performance.

42. **Statistics:** The Programme monitors the effectiveness of its overall recruitment effort, as well as those of individual organizational units, and reports to managers on a regular basis.

⇒ *(c) Programme-wide initiatives to promote gender balance*

43. **Training:** Gender training has been mainstreamed into WFP's overall training programmes. The Gender Policy addresses the importance of achieving a balanced workforce as an integral element in the effective delivery of WFP's programmes.

44. **On-line Application:** A web-based recruitment system has been launched to allow candidates to apply through the WFP website directly to professional profiles and vacancies. Data on gender and nationality are required fields in the electronic application form, which ensures that the critical data are captured and used to track recruitment initiatives.

45. **Web-based Recruitment System:** StaffNet electronic recruitment system provides managers with an up to the minute status of applications received for vacant positions and access to overall gender and nationality information. Managers can, through a search engine, identify candidates based on requirements and qualifications; this can be filtered to include only women, assisting managers in attaining their recruitment targets.

STAFF WITH CONTRACTS OF ONE YEAR OR LONGER AS AT 31 DECEMBER 2003[1]			
Category	**Total number of staff**	**Number of women**	**Percentage of women**
Higher Categories (D-2 and above)	38	10	26
Professional (P-1 to D-1)	941	365	39
Subtotal	**979**	**375**	**38**
Junior Professional Officers (JPOs)	71	51	72
UN Volunteers (UNVs)	131	36	27
National Officers	208	85	41
Assignments of Limited Duration	23	3	13
Service Contracts	101	31	31
Total Professional staff and higher categories	**1 513**	**581**	**38**
General Service Staff	1 424	680	48
Assignments of Limited Duration	28	6	21
Service Contracts	5 805	1 447	25
Total General Service Staff	**7 257**	**2 133**	**29**
Total WFP Staff [2]	**8 770**	**2 714**	**31**

[1] Please note that this staffing table includes data on ALDs and Service Contracts, previously unreported.

[2] The total WFP staff figure excludes temporary contracts of 11 months or less, i.e.: Consultants, Special Service Agreements, Commercial Reimbursable Loans and Casual Laborers.

H. CAPACITY-BUILDING

46. The WFP Executive Board took a significant step in defining WFP's role in capacity-building with its approval of the 2004–2007 Strategic Plan. The plan focuses on helping governments establish and manage national food assistance programmes as one of WFP's strategic priorities. In 2004, the Board will consider a policy paper seeking to further define the types of activities WFP might implement under this strategic priority.

Regional Capacity-building

47. WFP's developing cooperation with the New Partnership for Africa's Development (NEPAD) in 2003 is one example of the Programme's efforts to assist national governments and regional institutions in building capacity to increase food security and reduce vulnerability to shocks. WFP and NEPAD signed a MOU on 19 November 2003, identifying the following areas of cooperation: food security and livelihood protection; school feeding

and basic education; nutrition; mother-and-child health; HIV/AIDS; vulnerability analysis; contingency planning; emergency needs assessment; emergency preparedness and response; and national and regional capacity-building. The MOU is currently guiding the formulation of joint-implementation plans, in which school feeding and food reserve systems are to receive priority for early action.

48. WFP has supported the exchange of experiences among members of the South Asian Association for Regional Cooperation (SAARC), prompting the governments to view national food assistance as a critical means to achieving food security and as an enabler of overall human development.

Capacity Building through Vulnerability Analysis and Mapping (VAM)

49. VAM is an important tool for strengthening national vulnerability and food security assessment, mapping capacities and contributing to better targeting of food assistance. A total of 16 food security and vulnerability assessments took place in order to assist in the design and implementation of food security programmes and policies. The countries that were supported during 2003 included Afghanistan, Armenia, Côte d'Ivoire, the Dominican Republic, Iran, Lesotho, Liberia, Malawi, Mozambique, Sierra Leone, Sudan, Swaziland, Uganda, Zambia and Zimbabwe. VAM's Spatial Information Environment (SIE) is a joint WFP-FAO effort and serves as a web-based information-generating and information-sharing repository whereby WFP and its partners can access data, reports, digital maps and other food security-related information in a decentralized manner at the regional bureau and country office level. This system, developed over the course of 2003, has been installed in four regional bureaux and can be utilized to support national systems of poverty and hunger mapping.

I. COMMON SERVICES AND PREMISES

Common Services

50. A two-year Common Services (CS) pilot programme was completed in 2003 under the sponsorship of the UNDG Management Group, of which WFP is a member. During this period, 39 countries have initiated or broadened common service activities with a primary focus on establishing operational arrangements that foster inter-agency cooperation and ensure efficient, cost-saving activities. WFP is present in 33 of these countries. One of the lessons learned in the pilot programme was that country teams need to have a mechanism enabling them to measure CS performance, both qualitatively and quantitatively.

51. An inter-agency meeting on CS was hosted by WFP in Rome from 24 to 26 September 2003, bringing together 51 participants from nine United Nations organizations and 29 countries. Participants included, for the first time, observer representatives from FAO, IFAD and the Department of Peacekeeping Operations. The group reviewed the lessons learned from the previous pilot programme and proposed an enhanced global strategy to expand CS throughout the United Nations system.

52. In December 2003, the UNDG Management Group approved the new CS programme at the global level, requiring all countries with a substantial United Nations presence to have up to three new CS activities a year, with a target of 10 percent annual savings based on administrative budgets. The new programme includes a regional implementation approach that relies on regional CS experts who will assist the countries in facilitating CS activities. One element of the new CS programme is the development of a Results Tracking System (RTS), which will enable country offices to monitor cost-savings as well as qualitative performance issues. A budget of US$1.6 million has recently been approved by the UNDG Management Group to cover anticipated activities for the years 2004–2005, including the two one-year inter-agency funded P-4 CS expert positions.

Common Premises

53. To date, WFP is present in 23 of the 58 established United Nations houses. Although the original mandate of establishing five United Nations houses per year is still valid, recent security concerns dictate a case-by-case assessment of the threat level at each location. The UNDG has been working with other United Nations system partners and with the Office of the United Nations Security Coordinator (UNSECOORD) to address these security issues and to ensure safe participation in each United Nations house. The need to improve access and parking controls, perimeters, barriers and install blast-resistant film on windows has affected WFP's decision to remain in certain established United Nations common premises.

J. COLLABORATION WITH THE BRETTON WOODS INSTITUTIONS

54. Cooperation with the Bretton Woods Institutions continued to grow through the continued assignment of a senior staff member to Washington DC and through the linkage of Washington-based activities to collaborative initiatives in several country offices. As in preceding years, a major focus was on collaboration at the level of strategy and policy formulation in those institutions and in country programmes. Stronger operational cooperation in several country activities, such as in Angola, Afghanistan and Ethiopia, was begun in 2003.

55. Some highlights of 2003 were:

- a strategy and policy coordination meeting in Addis Ababa, where WFP and the World Bank reviewed their cooperation in Ethiopia, Malawi and Zambia, agreeing on joint activities for the improvement of regional cereal markets and on a stronger cooperation in supporting national HIV/AIDS programmes;
- a strategy meeting between WFP's Executive Director and the Managing Director of the International Monetary Fund;
- WFP participation in a United Nations/World Bank collaboration on needs assessment planning and reconstruction in Iraq and Liberia;

- a senior-level policy-planning meeting in Washington DC, leading to agreement between the World Bank and WFP on a joint focus on market-friendly food-based programmes;
- WFP and World Bank staff collaboration on safety nets and social protection, culminating in the participation of 14 WFP staff members in a World Bank seminar on safety nets;
- several initiatives and assessments on integrating food assistance into national nutrition programmes and into related community health and HIV/AIDS programmes, such as in Cambodia, Madagascar and Senegal; and
- enhanced dialogue with the Bretton Woods Institutions regarding WFP's role in the implementation of the PRS process through the appointment of a special adviser.

K. MONITORING AND EVALUATION (M&E)

56. During 2003, the Office of Evaluation (OEDE) presented a revised evaluation policy paper to the Executive Board for approval.[1] The latest policy paper built on the foundations laid down in two previous evaluation policy documents[2] and emphasized evaluation as a corporate responsibility resting on the twin pillars of accountability and learning, within the context of independence. Evaluations may be undertaken on a spectrum from learning-oriented immediate programme enhancement self-evaluation to OEDE-managed evaluations, with regional bureau/country office-managed evaluations (using external consultants) placed in the middle.

57. Although the new policy was officially approved by the Executive Board in October 2003, discussions had been ongoing both at Headquarters and in the field for over three years; pilot self-evaluations and regional bureau/country office-managed evaluations have been conducted since 2001.

58. The new M&E guidelines, which had been field-tested during 2001–2002, were officially introduced in December 2002. A pilot four-phase training programme, based on two training workshops and on-line learning, was field-tested in four East African countries during 2003 and a comprehensive Trainer's Manual has been produced. In cooperation with the Office of Performance Measurement and Reporting (OEDP), the Operations Department will roll out the M&E training as part of the corporate results-based management initiative.

59. During 2003, there were two notable major evaluation initiatives:

- a real-time evaluation (RTE) of the southern Africa emergency operation, which started in mid-2002 and ended in mid-2003. This new approach aims at reviewing and capturing

[1] "WFP's Evaluation Policy" (WFP/EB.3/2003/4-C).
[2] The two earlier papers were: "WFP Principles and Methods of Monitoring and Evaluation" (Document WFP/EB.A/2000/4-C) and "A Policy for Results-Oriented Monitoring and Evaluation in the World Food Programme" (Document WFP/EB.A/2002/5-C).

important lessons at several stages of an evolving emergency response. A summary report was presented to the Executive Board for consideration in October 2003.[3]

- a thematic evaluation of WFP's protracted relief and recovery operations (PRROs).[4] The evaluation noted that PRROs provide a reasonable planning horizon and require better strategic planning than emergency operations (EMOPs). They have been a successful instrument for resource mobilization and have led to a lower level of free food distributions. Issues such as programme design, targeting, synergies with other WFP programme categories and human resource capacity constraints need to be addressed, however.

L. FOLLOW-UP TO INTERNATIONAL CONFERENCES

60. In 2003, there was an increasing focus by the United Nations and international partners on the MDGs as the unifying theme in the follow-up to the Millennium Summit and other international conferences. WFP, through its Executive Director, has repeatedly emphasized its contribution to the MDGs through food-assisted interventions targeting poor and hungry people. This central focus on the MDGs was further reinforced by the Executive Board when it approved WFP's 2004–2007 Strategic Plan in October 2003. The Plan's five strategic priorities are directly linked to advancement of the first six MDGs: (i) eradicating poverty and hunger; (ii) achieving universal primary education; (iii) promoting gender equality and empowering women; (iv) reducing child mortality; (v) improving maternal health; and (vi) combating HIV/AIDS, malaria and other diseases.

61. WFP further manifested its support to the MDGs through its active participation in three of the ten task forces established under the Millennium Project in 2002: poverty reduction, hunger, and education and gender. The task forces produced interim reports by the end of 2003 that identified strategies and programmes to help achieve the MDGs. WFP's input helped ensure that food security, hunger and the potential contribution of food assistance to achieving the MDGs were highlighted.

62. WFP's involvement in the follow-up to the 2002 Financing for Development conference in Monterrey, Mexico, was based on joint advocacy with FAO and IFAD on the importance of additional investment in food, agriculture and rural development. This theme was further underlined by the Executive Director and his FAO and IFAD counterparts during their participation at the high-level segment of ECOSOC from 30 June to 25 July 2003. The draft Ministerial Declaration from that session provided strong inter-governmental support to the message espoused by WFP, FAO and IFAD at the Monterrey conference.

63. The Declaration affirms that the eradication of rural poverty and hunger is crucial to the achievement of the MDGs and that rural development should be an integral part of international development policies, including bilateral donor responses and United Nations

[3] "Summary Report of the real time evaluation of WFP's response to the southern Africa crisis" – Document WFP/EB.3/2003/6-A/1.

[4] Document WFP/EB.3/2002/6/2 dated 23 August 2002.

system activities and programmes. It urges the international community to respond to the resource requirements for international emergency food aid needs. It also resolves to enhance rural livelihoods with access to safe, nutritious food through sustainable agriculture and rural development, and a diversified rural economy based on productive on-farm and off-farm employment. The Declaration calls for the greater prominence of food security and environmental objectives within PRSPs, CCAs and UNDAF. It stresses the value of inter-sectoral partnerships comprising governments, donors, NGOs, civil society organizations and the private sector in support of integrated rural development.

64. WFP's follow-up to the June 2002 World Food Summit: Five Years Later (WFS:fyl), has been undertaken in partnership with the other Rome agencies. WFP has joined with FAO, IFAD, IPGRI and many representatives of civil society organizations in building the International Alliance Against Hunger (IAAH) and supporting national efforts to reduce hunger.

65. WFP has also actively participated in the Inter-Governmental Working Group (IGWG) charged with developing a set of voluntary guidelines by 2004 to support states in implementing the Right to Adequate Food, as agreed at WFS:fyl. WFP's written submission to the IGWG noted that, although states bear responsibility for realizing their citizens' right to food, food aid can play a significant role when states are unable to fulfil their obligations. WFP has emphasized that the voluntary guidelines highlight states' need to ensure safe and unimpeded access for internationally-recognized needs assessments and the role of food aid in food-based safety nets.

M. Humanitarian and Disaster Relief Assistance

Emergency Preparedness and Response (EPR)

66. Recognising the importance of WFP's enhanced effectiveness in emergency preparedness, WFP established the OEP Unit in February 2003. At the regional bureau level, a network of emergency preparedness officers and focal points was created. ERP issues were institutionalized by mainstreaming them in WFP's Strategic Plan (2004–2007), approved in October 2003. Preparedness activities in the field, such as contingency planning and early warning, have intensified along with training.

67. In 2003, the WFP's global early warning (EW) system was strengthened. Critical events, forecasts and alerts that could either trigger or accelerate the development of a humanitarian crisis are now identified and communicated to WFP, both in the field and at Headquarters. The EW tools are being made available to inter-agency partners as well, to strengthen joint analysis and planning.

68. The Emergency Preparedness Web (EPWeb) continued to provide a portal for WFP staff to quickly and easily access the information they need to prepare for a crisis. News services have been provided and tools, such as a global multi-hazard calendar and various databases, have been developed.

69. During the past year, WFP has been providing continued leadership at the inter-agency level through the IASC Task Force on Preparedness and Contingency Planning, which it co-chairs. This group provides leadership in inter-agency humanitarian contingency planning by providing assistance to UNCTs and regional actors, as recently occurred in the West Africa coastal region. Partnerships and common initiatives in emergency preparedness and response are also being identified with partners such as FAO, UNHCR, UNICEF, OCHA, the International Federation of Red Cross and Red Crescent Societies (IFRC), International Strategy for Disaster Reduction (ISDR), Famine Early Warning System (FEWS) and NEPAD.

Emergency Needs Assessment (ENA)

70. Recognizing the importance of credible emergency needs assessments, WFP established an ENA Unit in February 2003.

71. In 2003, this unit commenced with the drafting of three sets of assessment guidelines:

- Emergency Food Security Assessment Guidelines for WFP Country Offices;
- UNHCR/WFP Joint Assessment Guidelines for Refugee Situations; and
- FAO/WFP Crop and Food Supply Assessment Mission Guidelines.

72. The Unit conducted 100 emergency needs assessments; one third of them involved external inter-agency teams. Priority was given in 2003 to:

- participatory review of WFP's emergency needs assessment strategy and framework. More than 50 participants in the review included United Nations agencies, NGOs, donors, research institutes and developing-country institutions;
- revision of assessment guidelines and methods; and
- support to WFP assessment training initiatives in regional and country offices and United Nations inter-agency assessment missions.

Emergency Response Personnel

73. The WFP Emergency Response Training continued during 2003, with two additional courses and 49 WFP staff trained. The course is now open for operational staff at all levels in WFP, in addition to staff comprising the WFP emergency response roster. The practice of inviting staff from OCHA, UNICEF, UNHCR and stand-by partners, continued. WFP will evaluate course content in 2004 to ensure continued relevance and impact; the last external evaluation was in 2002.

74. WFP also launched a pilot Just in Time emergency training for 200 staff in the Iraq operation. The training aimed to bring newly hired or deployed staff to a basic level of competence in important operational areas. This was the first time WFP had conducted this

type of training on the ground during an emergency, using country office staff as trainers. The pilot will be evaluated in 2004 for lessons learned.

N. TRIENNIAL COMPREHENSIVE POLICY REVIEW (TCPR)

75. Every three years, United Nations member governments examine the role of the United Nations system in operational activities for development through the mechanisms of ECOSOC and the General Assembly. During the last TCPR, General Assembly Resolution A/RES/56/201: "Triennial Policy Review of Operational Activities for Development of the United Nations System" requested the United Nations system to review issues related to its operational activities. This has been reviewed in the document presented to the Board.

76. The Secretary-General reports on the progress of the United Nations system in addressing the issues in the TCPR. **The Annual Report of WFP's Executive Director to ECOSOC also regularly includes the achievements made on TCPR.** WFP reported its progress with regard to this resolution to the WFP Executive Board during its First Regular Session in 2004.

77. A new TCPR resolution will be considered by the General Assembly this year. The **United Nations Department of Economic and Social Affairs (DESA) coordinates the contribution of the United Nations system contribution to this process, which remains largely inter-governmental.** WFP continues to support the process operationally and when required, through its participation in meetings. This year, DESA has focused on a field-level evaluation of aspects of the 2001 TCPR, in particular simplification and harmonization (S&H) measures and the CCA/UNDAF process. Since the last quarter of 2003, DESA has circulated a questionnaire on the operational effectiveness of the United Nations to member states and has held periodic meetings to coordinate the Secretary-General's report on implementation of the 2001 TCPR.

78. **During the First Regular Board Session of 2004, WFP's Board stressed the importance of the 2004 TCPR and requested WFP to play an active role in it.** The Board requested the calendar of the preparatory process for the TCPR activities, which the Secretariat has prepared based on available information for circulation among member states. WFP remains committed to participation in this process.

O. JOINT BOARDS

79. The Executive Committee of the United Nations Development Group (UNDG), which includes WFP, has recognized joint meetings of the Boards as an important means to address common issues. The Greentree Report of the Executive Committee mentions the joint Boards and recognizes the contribution they make to increased coordination between agencies.

80. In March 2004, the UNDG Executive Committee received a letter from DESA requesting comments on a note prepared by the former President of the WFP Executive Board. Executive Committee members have prepared a reply clarifying their common view on this issue.

81. The reply stresses that the final decision on this issue rests with member states and that the process is inter-governmental. The Joint Board is useful for covering specific operational and process issues that are cross-cutting and of interest to all four Executive Committee members. The Joint Meetings are not intended to take decisions, because each Board's mandate is different; a summary record of discussions is attached to the Annual Report of each individual agency to ECOSOC. The experience of the last seven years has shown that the Joint Boards have provided a useful forum for discussions of operational issues and filled an existing gap.

82. It should be borne in mind that a Joint Board session with decision-making authority could lead to the creation of more governance layers, with additional reporting requirements and increasing costs related to the number of meetings.

United Nations Nations Unies
UNITED NATIONS DEVELOPMENT GROUP

26 March 2004

Dear Mr. Ocampo,

We are pleased to respond collectively as members of the UNDG Executive Committee to your recent request for comments and suggestions as input to an assessment of the value added by the joint meetings of the Executive Boards, and of their impact on the operational activities segment of the ECOSOC. We believe this is a very important issue for the effective governance of the funds and programmes, as well as for their continued efficient operations, and would suggest that this assessment be included as part of the overall TCPR report for inter-governmental discussion and consideration in ECOSOC and the General Assembly later this year.

Our first reaction to this issue is that the governance of the funds and programmes is a matter for the intergovernmental process to decide. Our views, therefore, should be taken as preliminary advice, and certainly not as a set position, which remains the prerogative of member states.

To set the issue in a proper context, it is useful to recall the format and impact of the joint meetings flowing from General Assembly resolution 52/12B of December 1997. As a result of this latter decision, the Executive Boards of UNDP/UNFPA and UNICEF have organized their three sessions per year in such a way that they now take place in New York during two successive weeks. This has allowed delegates from capitals to maximize their efficiency and participate in both UNDP/UNFPA and UNICEF Boards in a single trip to New York. The exception to this practice is the annual meeting of the UNDP/UNFPA Executive Board, which meets every other year in Geneva and for which there is no advantage to consecutive scheduling. WFP always holds its three sessions per year in Rome and therefore operates on an independent schedule, although care is taken to ensure that there is no overlap in timing with the meetings of the other Boards, and that the operational segment of the annual session takes place in June to harmonize the review of Country Programmes with other Funds and Programmes.

As a result of Resolution 52/12B, there is now an annual joint meeting of the Executive Boards of UNDP/UNFPA, and UNICEF with the participation of WFP, taking place in New York. Normally scheduled for January, this event started out as a half-day session and has now expanded to two full days. This session normally occurs on the Friday of one UNDP/UNFPA or UNICEF Board and the Monday of the second.

Mr. Jose Antonio Ocampo
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The current selection of up to four or five agenda items is made jointly by the Bureau members of the UNDP/UNFPA, UNICEF and WFP Boards and short background papers are prepared jointly by the four secretariats. Chairing of the items rotates among the three Board presidents with secretariat services provided by the organization whose president is presiding. Items selected for discussion generally cover specific operational or process issues of cross-cutting interest to all four Executive Committee members.

The joint meetings were intended to take into account the respective mandates of the individual Boards, and were not intended to take decisions. A summary record of each joint meeting is attached to the Annual Report to ECOSOC of the four funds and programmes. In this way the ECOSOC can be informed by the discussions in the joint meetings, and can take whatever decisions it deems necessary in that context. The issues before the joint meetings of the Executive Boards are also discussed within the individual Boards which then take steps to further consider issues they deem appropriate.

On the basis of experience gained over the past seven years, the Executive Committee members are of the view that joint meetings have provided a useful addition to the on-going operational dialogue, and that they allow for discussion of operational issues facing all four agencies. This has addressed a gap that existed between the single agency discussions on operational and policy issues taking place in individual Boards and the more general global policy dialogue that takes place in ECOSOC and the General Assembly.

Despite the successes, however, several shortcomings remain. While the meetings are intended to be joint, it has proven impractical to bring the entire WFP Board to New York and so its representation has been limited to participation by members of its Bureau. Further, many of the cross-cutting programme issues addressed in the joint meetings also apply to one or more specialized agencies which can now only find expression in the ECOSOC or General Assembly. This can lead to some duplication of discussions.

Having considered experiences to date and possible alternatives for the future, the four Executive Committee members believe it would be useful to conduct further discussions between member-states and the concerned funds and programmes about any more formal approach to the joint meetings of Executive Boards - in particular any approach that would involve formal decision-making authority. The strength of the current structure is that it allows for agency specific consideration of operational issues by delegates with a particular expertise and knowledge required to address the issues at hand.

In considering a joint meeting with decision-making authority, one issue to consider would be the relationship with ECOSOC and its functions. It is important to avoid establishing another governance layer, and we should strive to find simpler structures, and a reduction in costs and the number of meetings. We should also consider the resulting workload. The creation of a new decision-making body would also require resolution of a number of issues including those of membership, bureau composition and chairmanship, rules of procedure, documentation and mandate.

The Member States may wish to build on the current system of joint meetings - with submission of a summary of discussions to the ECOSOC and the General Assembly with periodic reviews to determine relevance and effectiveness, as well as the way forward. In addition to the type of items already under discussion in the joint meetings, there are several additional issues that have the potential for such consideration, such as the agencies' annual reports to ECOSOC. Member states may also find it useful to consider individual UNDAFs in a joint meeting, while bearing in mind that these frameworks are owned by national authorities. Finally, delegations may wish to see more emphasis placed on the integrated and coordinated follow-up to international conferences and the Millennium Development Goals.

We thank you for the opportunity to offer our views and look forward to further close cooperation in the finalization of the report.

Yours sincerely,

Mark Malloch Brown	Carol Bellamy	Thoraya Ahmed Obaid	Jame Morris
UNDP	UNICEF	UNFPA	WFP

ACRONYMS USED IN THE DOCUMENT

AIDS	acquired immune deficiency syndrome
ALD	assignment of limited duration
AWP	Annual Work Plan
CAP	Consolidated Appeals Process
CCA	common country assessment
CMCoord	civil-military coordination
CFSA	crop and food supply assessment
CPAP	Country Programme Action Plan
CS	Common Services
DAC	Development Assistance Committee
DESD, 2005	United Nations Decade on Education for Sustainable Development
DPKO	Department of Peacekeeping Operations
DPRK	Democratic People's Republic of Korea
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	United Nations Economic and Social Council
ECPS	Executive Committee on Peace and Security
ECW	Enhanced Commitments to Women
EFA	Education for All
EMOP	emergency operation
ENA	Emergency Needs Assessment
EPWeb	Emergency Preparedness Web
ERT	emergency response training
EW	early warning
FAO	Food and Agriculture Organization of the United Nations
FEWS	Famine Early Warning System
GAIN	Global Alliance for International Nutrition
HIV	human immunodeficiency virus
IAAH	International Alliance Against Hunger
IAAP	Inter-Agency Advisory Panel
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent Societies
IGWG	Inter-Governmental Working Group

ILO	International Labour Organisation
IPGRI	International Plant Genetic Resources Institute
ISDR	International Strategy for Disaster Reduction
JPO	Junior Professional Officer
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MI	Micronutrient Initiative
MOU	memorandum of understanding
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Cooperation and Development
OEDE	Office of Evaluation
OEDP	Office of Performance Measurement and Reporting
OEP	Emergency Preparedness and Response Unit
PPRO	protracted relief and recovery operation
PRS	poverty reduction strategies
PRSP	poverty reduction strategy papers
RBM	results-based management
RC	Resident Coordinator
RCIG	Resident Coordinators' Issues Group
RIACSO	Regional Inter-Agency Coordination Support Office
RTE	real-time evaluation
RTS	Results Tracking System
S&H	simplification and harmonization
SAARC	South Asian Association for Regional Cooperation
SGB	Secretary-General's Bulletin
SIE	Spatial Information Environment
SPR	standardized project report
TCPR	Triennial Comprehensive Policy Review
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group

UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCHR	Office of the United Nations High Commissioner for Human Rights
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNJLC	United Nations Joint Logistics Centre
UNOPS	United Nations Office for Project Services
UNSCN	United Nations System Standing Committee on Nutrition
UNSECOORD	Office of the United Nations Security Coordinator
UNV	United Nations volunteer
VAM	vulnerability analysis and mapping
VENRO	*Verbandes Entwicklungspolitik deutscher Nichtregierungs-organisationen* (Association of German development NGOs)
VOICE	Voluntary Organization's in Cooperation in Emergencies
WHO	World Health Organization
WFP	World Food Programme
WFS:fyl	World Food Summit: Five Years Later